



OUR MISSION

Responsive, effective local government



As a city government we agree that these vision principles will guide our decision making and actions to better serve the community.

We will:

1. Act in a manner that is trustworthy, helpful, courteous, thrifty and courageous
2. Pursue efficient and effective use of all resources
3. Ensure accountability for results
4. Be responsive to citizens and engage the community
5. Cooperate and collaborate across internal, political, geographic and public/private boundaries
6. Look to the future and explore new and more efficient ways to meet the needs of the community
7. Seek out and address root causes of problems and issues

Lynchburg City Council Vision

Adopted January 23, 2001
Reaffirmed December 11, 2001

Lynchburg 2020: Working together, we will be a progressive community shaped by new ideas and solutions, a skilled and innovative workforce, and citizen leadership - all distinguished by responsible and traditional values, involvement, education, new technology, and quality citizen services.

As a City government, we will be on the cutting edge of change, providing a clear vision and the driving force to produce:



Stable, productive, inspired families



We will recognize the importance of families. We will succeed by having families who are stable, well-educated, and fully employed in jobs that produce ample family income. Families in our community will be more healthy, more involved, more responsible, and inspired by a vision for the future. As government leaders, we can encourage this vision of the family by achieving more success in economic development strategies, ensuring a model educational system, and continuing to build a superior community environment.

Dynamic economic development center



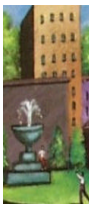
We will be a vibrant, economic development center. We will ensure our economic success and produce business and job opportunities for all by attracting research and development facilities, expanding our manufacturing base, and becoming a significant player in the global market. The collective resources of the region must be harnessed to determine future trends and to develop a strong, progressive, highly technological economic base, assuring a heightened quality of life for our families.

A superior education community



We will be a model learning community - one that integrates all components of education to provide our citizens with knowledge and skills to compete in an ever-changing work environment. We will lead by ensuring that our educational system is one of the best in Virginia at teaching students such basics as reading, writing, and quantitative skills to achieve their full potential. We will encourage the family's vital role and positive involvement in education, and offer lifelong learning opportunities for all citizens.

A community environment second to none



We will create a vibrant sense of community spirit among our citizenry. A sense of belonging and unlimited opportunity will keep and attract citizens who will play vital roles in economic growth, education, recreation, and community life. Active neighborhood involvement and citizen leadership will produce thriving, attractive, safe neighborhoods where all citizens are committed to work together as a community to meet the challenges which will face us. We will enhance and preserve the City's historic heritage and promote new development that is aesthetically pleasing. Housing in the City will meet the diverse needs of its citizens and be maintained in a manner that promotes the long-term stability of our neighborhoods. As the core city of the region, Lynchburg will have a well-maintained, state-of-the-art infrastructure that supports progressive development and the quality of life expected by our citizens. It will offer opportunities for the enjoyment of life - a place we can be proud to call our home.

Responsive, effective local government



Realizing that government cannot provide all the solutions, we will be a responsive, effective government that brings together all parts of our diverse community and regional resources that enable citizens to address the priorities and challenges of the future. Lynchburg City government will support and enable the above vision through excellent performance of traditional local government functions, with functional innovations as may be embraced by City Council through its goals.



The City of Lynchburg

January 1, 2001 to June 30, 2002

Organizational Work Plan Results as of 8/30/02

<p>Create a Superior Education Community</p> <p><i>Lead Accountability: Mayor and City Manager</i></p>	<p>City Council Priorities</p> <ul style="list-style-type: none">• Ensure adequate School building maintenance, repairs, and capital improvements• Enhance City government and Public School leadership and cooperation• Promote the establishment of clear directions by the School Board with implementation by the Superintendent• Achieve and adhere to an agreed upon operational funding formula for the Public Schools• Identify opportunities for combined service delivery and joint use of facilities between City and Schools• Increase productivity while expending fewer resources <p>Organizational Objectives:</p> <ul style="list-style-type: none">✓ Conduct a one-day leadership conference with City Council and the School Board to establish community focus and direction for education. Did not complete.✓ Continue School Leadership Committee with a more defined purpose and outcome. Committee continues to meet but has not redefined its purpose and outcomes.✓ Identify, analyze, and collect data to determine opportunities for combined service delivery and joint use of facilities between City and Schools. Some work complete particularly between Schools and Information Technology and Parks and Recreation. No outcomes defined.✓ Communicate with the School Superintendent whenever issues arise affecting the Schools. Continuing.✓ Initiate small individual meetings between Council and the School Board members. Some issue-based meetings have occurred.
<p>Increased Real Estate Value</p> <p><i>Lead Accountability Rachel Flynn</i></p>	<p>City Council Priorities</p> <ul style="list-style-type: none">• Reduce substandard and blighted residential and commercial structures• Increase productivity of Code Enforcement Taskforce to eliminate blighting conditions• Create an environment for increased development of middle income housing stock• Identify and pursue proactive methods for establishing clear property title to abandoned properties• Expand the partnership and increase cooperation with Redevelopment and Housing Authority <p>Organizational Objectives:</p> <ul style="list-style-type: none">✓ Establish a comprehensive list of substandard and blighted buildings. Work-in-progress.✓ Expand the focus of the Code Enforcement Task Force by including the Commonwealth Attorney and the Health Department as partners and identify resources necessary to ensure ongoing involvement. Some work with the Health Department has been done; discussions have begun with the Commonwealth Attorney.✓ Complete development of the Comprehensive Plan and pursue implementation strategies to increase residential housing value. Comprehensive Plan complete. Implementation strategies ongoing through code enforcement.✓ Identify and evaluate incentives to increase development of middle-income housing. No progress other than continuing incentives already in City Code.✓ Collaborate with Lynchburg College to expand current grant-funded program and other initiatives for neighborhood improvement. Continuing.✓ Enhance existing housing development programs and groups to communicate and implement information programs. Continuing work with LNDF and Habitat for Humanity.✓ Collaborate with the Redevelopment and Housing Authority and other entities that work towards providing decent and affordable housing. Continuing. Increased funding for spot blight appropriated by City Council in FY 2003.✓ Public investment in the City's infrastructure. Continuing.

<p><i>Fiscal Responsibility</i></p> <p><i>Lead Accountability:</i> Bonnie Svrcek</p>	<p><u>City Council Priorities</u></p> <ul style="list-style-type: none"> • Maintain or improve AA financial rating • Improve Budget Processes • Maintain contingency fund at \$1.2 million • Maintain a fund balance of at least 10% • Ensure an effective Capital Improvement Process (CIP) • Increase the involvement of the Audit Division in departmental process improvement • Collaborate on joint operations to eliminate duplication and increase economy of scale <p><u>Organizational Objectives:</u></p> <ul style="list-style-type: none"> ✓ Develop and present a budget plan for 10% fund balance, \$1.2 million contingency and AA rating. Complete for FY 2003 and ongoing. ✓ Present targeted projects for Audit Committee to consider assignment. Complete. ✓ Present options for change in Audit Division “philosophy and purpose” (e.g. process improvement). Complete. ✓ Implement improved Capital Improvement Plan (CIP). Complete. ✓ Implement elements of GASB 34. Complete. ✓ Modernize accounting system in all departments to access up-to-date, accurate information and eliminate duplication. Some improvements made due to implementation of a new Chart of Accounts (September 2002), and implementing project/grant accounting. ✓ Maintain existing tax rate. Complete. ✓ Seek a more equitable distribution of State resources. Continuing through participation in First Virginia Cities, VML, and Legislation Liaison representation.
<p><i>Economic Development</i></p> <p><i>Lead Accountability:</i> Ed Miller</p>	<p><u>City Council Priorities</u></p> <ul style="list-style-type: none"> • Promote the public school system as a marketable asset for Economic Development • Recruit and retain those businesses that support a dynamic economic development center • Expand the City’s marketing efforts to attract and retain residents <p><u>Organizational Objectives:</u></p> <ul style="list-style-type: none"> ✓ Present a proposal to City Council for approval and funding of the Marketing Plan to attract and retain residential citizens. Complete. ✓ Identify and present selected opportunities and options for development. Continuing. ✓ Complete the Kemper Street Station Project. Complete. ✓ Pursue development of regional industrial parks. Regional concept considered; not successful. Discussions underway with Campbell County. ✓ Maintain an unemployment rate that is lower than the national average. Delete. ✓ Encourage use of downtown space for mixed uses. Continuing.
<p><i>Maintain Excellent Core Services</i></p> <p><i>Lead Accountability:</i> Buddy Martinette</p>	<p><u>City Council Priorities</u></p> <ul style="list-style-type: none"> • Bring targeted positions to 100% of market compensation • Increase Information Technology to make government more cost effective • Provide the necessary equipment for staff for efficiency and effectiveness • Increase productivity while expending fewer resources • Identify opportunities for combined service delivery and joint use of facilities between City and Schools <p><u>Organizational Objectives:</u></p> <ul style="list-style-type: none"> ✓ Ensure that the City of Lynchburg workforce level is appropriate. Ongoing review through the September 2001 implementation of a managed vacancy program. ✓ Ensure appropriate employee compensation to enhance recruitment and retention. Continuing through the annual review of targeted positions. Issues remain to be addressed. ✓ Develop and present a strategic plan for information technology. Complete. ✓ Work with Council to identify and define core services and measures of excellence. Core services identified and performance measurement research complete. ✓ Identify and define opportunities for equipment applications that increase efficiency, effectiveness and productivity. Continuing; success in transferring bill payment to in-house from lockbox service in Atlanta. ✓ Identify, analyze, and collect data to determine opportunities for combined service delivery and joint use of facilities between City and Schools. Some discussions among human resources staff have occurred with no opportunities identified. Other opportunities need to be pursued.
<p><i>Infrastructure</i></p> <p><i>Lead Accountability:</i> Bruce McNabb</p>	<p><u>City Council Priorities</u></p> <ul style="list-style-type: none"> • Ensure adequate City building maintenance, repairs, and capital improvements • Ensure adequate street and bridge maintenance, repairs, and improvements <p><u>Organizational Objectives:</u></p> <ul style="list-style-type: none"> ✓ Maintain City buildings in a safe, efficient and effective condition. Continuing. ✓ Maintain City streets and bridges in a safe, efficient and effective condition. Continuing. ✓ Develop information regarding the condition and needs of the City’s infrastructure and available funding and communicate a summary of this information to the City Council. Infrastructure assessment complete.

<p><i>Downtown Development/ Redevelopment</i></p> <p><i>Lead Accountability: Rachel Flynn</i></p>	<p><u>City Council Priorities</u></p> <ul style="list-style-type: none"> • Develop the Riverfront and Downtown in accordance with the Sasaki Plan • Support Regional Tourism • Increase historic revitalization and preservation efforts <p><u>Organizational Objectives:</u></p> <ul style="list-style-type: none"> ✓ Use relocation of Human Services as a catalyst for downtown redevelopment. Continuing. ✓ Present the Sasaki Plan for City Council approval. Complete. ✓ Begin first year implementation of Sasaki Plan to include renovation of Monument Terrace and the initial phase of 9th Street improvements. Monument Terrace engineering work underway; initial phase of 9th Street improvements near complete. ✓ Explore funding for Phase II of 9th Street improvements. Included in FY 2003 CIP. ✓ Ensure that the Main Street Program is integrated with the overall plan for downtown redevelopment. Continuing. ✓ Obtain Federal Historic designation for downtown redevelopment area. Complete. ✓ Support Regional Tourism efforts and coordinate with downtown redevelopment plans. Continuing. ✓ Explore additional local historic district designations. Complete ✓ Support the Main Street Program. Continuing. ✓ Develop a central registry of events. Continuing.
<p><i>Council Boards & Commissions Appointees</i></p> <p><i>Lead Accountability: Curtis Randolph</i></p>	<p><u>City Council Priorities</u></p> <ul style="list-style-type: none"> • Improve recruitment and selection of Council appointees <p><u>Organizational Objectives:</u></p> <ul style="list-style-type: none"> ✓ Work with Council to improve the recruitment and selection processes for Council appointees to ensure the availability of a diverse and qualified pool of volunteers. Delete.
<p><i>Reduce Unfunded Mandates</i></p> <p><i>Lead Accountability: Chuck Bennett</i></p>	<p><u>City Council Priorities</u></p> <ul style="list-style-type: none"> • Work with legislators to reduce unfunded and underfunded state mandates <p><u>Organizational Objectives:</u></p> <ul style="list-style-type: none"> ✓ Develop and present list of unfunded and underfunded mandates. Complete. ✓ Reduce the financial impact of delivering mandated services by encouraging state legislators to either eliminate or fund those services. List of unfunded and underfunded mandates forwarded to State legislators; continuing work through First Virginia Cities, Virginia Municipal League, and Legislative Liaison. Deletion recommended.
<p><i>Families</i></p> <p><i>Lead Accountability: Diana Trent</i></p>	<p><u>City Council Priorities</u></p> <ul style="list-style-type: none"> • Discourage teen pregnancy <p><u>Organizational Objectives:</u></p> <ul style="list-style-type: none"> ✓ Encourage continuance of community collaboration with the Alliance for Families and Children and America's Promise toward reducing the number of out-of-wedlock births and teen pregnancies. Complete ✓ Communicate results of community efforts. Did not complete